



IIPA

(1954-1974)

Twenty Years in the Service of the Nation

1975

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-110001 (INDIA)

IIPA

TWENTY YEARS

1954-1974

Dean Paul H. Appleby, consultant in Public Administration of Ford Foundation, was invited in 1953 by the then Finance Minister, Dr. C. D. Deshmukh of the Government of India, to conduct a survey of public administration in India. In his Report, he stated:

"I have no notion how far the Government might feel it proper and feasible to go in support of such an effort, but I do feel that the Government and the public service would be significantly advanced if there were to come into being an Indian Society for Public Administration or an Institute of Public Administration. . . . The two minimum objectives of an Institute or Society would be the publication of a Journal and the holding of annual national meetings for discussion of administrative experience, problems and theoretical formulations. In the various capital cities, chapters of the Institute could be formed for more frequent meetings and diversified programmes."

Dean Paul H. Appleby's recommendation was accepted by the Government of India and the Indian Institute of Public Administration was established in 1954 as a Registered Society under the Societies Registration Act (XLI of 1860). It was formally inaugurated by Jawaharlal Nehru, as the first President of the Society on March 29, 1954 in Sapru House. It shifted to its own permanent buildings opened by Dr. Rajendra Prasad in January 1959.

OBJECTIVES

The main objectives of the Society, as stated in the Memorandum of Association are:

- (i) to promote and provide for the study of public administration and economic and political science with special reference to public administration and the machinery of government and for educational purposes incidental thereto;
- (ii) to undertake, organise and facilitate study courses, conferences and lectures and research in matters relating to public administration and the machinery of government;

- (iii) to undertake and provide for the publication of a Journal and of research papers and books to impart training in and promote study of public administration;
- (iv) to establish and maintain libraries and information services to facilitate the study of public administration and spreading of information in regard thereto;
- (v) to constitute or cause to be constituted Regional Branches at convenient centres in India to promote the objects of the Society;
- (vi) to cooperate with approved institutions and bodies for the purposes of helping the cause of public administration;
- (vii) to offer prizes and to grant scholarships and stipends in pursuance of the objects of the Society;
- (viii) to issue appeals and applications for money and funds in furtherance of the said objects and to accept gifts, donations, and subscriptions of cash and securities and of any property either movable or immovable.

MEMBERSHIP

All persons above 25 years of age who are actively interested in or concerned with the study or practice of public administration can become members of the Institute. The annual subscription for ordinary membership is Rs. 25. Subscription for Life Membership is Rs. 250.* Members are entitled to the Journal and the Newsletter, library facilities, information and advice on administrative problems, a discount on the Institute's publications, and participation in the Institute's activities. There are at present about 2500 members. Organisations within the public services, university departments, etc., can become Corporate Members on payment of a suitable subscription.

The General Body, consisting of all the members, elects every year a President for the Institute. Shri Jawaharlal Nehru was the President from the inception of the Institute till his demise in

*Associate Membership (with a fee of Rs. 12 p.a.) without the right to participate in the elections and in the management of the Institute's affairs is open to *bona fide* post-graduate students and persons below 25 but otherwise eligible for reference and loan of books in the library.

1964. Shri Y. B. Chavan, Shri G. L. Nanda, Mrs. Indira Gandhi and Dr. G. S. Pathak have been Presidents in the past.

At present, Shri B. D. Jatti, Vice-President of India, is the President. The President of India is the patron of the Institute.

The Institute is managed by an Executive Council, 16 members of which are elected by the general body. These 16 members coopt five others as members and elect every year six Vice-Presidents. The Director of the Institute is *ex officio* Member-Secretary of the Executive Council. The Executive Council meets at least four times a year. For the sake of convenience, the Council appoints a number of committees, such as the Finance Committee, the Standing Committee, etc., to look after different aspects of the work of the Institute. While the Executive Council lays down the general policies to be followed, the day-to-day administration of the Institute is looked after by the Director. In addition, the Director is responsible for all the academic activities of the Institute at the Headquarters.

Institute's Headquarters office is at Delhi. Thanks to the generous grants of the Government of India and other agencies like the Ford Foundation, the Institute is housed in a fairly big campus on Ring Road, New Delhi. Apart from the main building housing the Institute, there is a hostel, an auditorium and several residential houses for the staff of the Institute in the campus.

Apart from the Director, there are at present 10 Professors, 6 Readers, 7 Lecturers, and 10 Consultancy Specialists in the Institute. On the administrative side, there is a Registrar, 3 Assistant Registrars, 3 Superintendents and appropriate supporting staff.

ACTIVITIES

The main aim of the founding fathers of the Institute was that the organisation should not only stimulate a proper study of public administration and its fields and train directly a number of persons in the discipline, art and practice of administration, but also act as a catalyst in various fields of administration in the country. Through a programme of training, research, consultancy, conferences and seminars, case studies, publication of Journals and volumes devoted to research in specific fields of administration, the Institute, during the last twenty years, has made its contribution to the various sectors of public administration at the Central, State and local levels.

TRAINING

Training in various aspects of public administration has been a very important activity of the Institute. For the past few years, the Institute has been mainly conducting specialised courses of two to four weeks' duration for civil servants of middle and senior level. In each course, the accent is on some particular facet of broad fields like Finance Administration, Personnel Administration, Social Policy and Administration and Development Administration and Application of quantitative and other techniques in the field of Administration. A perusal of the list of the courses conducted in 1974 given on page 19 will give the reader an idea of the variety of the fields covered and the extent of specialization aimed at. Since 1967 more than a hundred and eighty courses of this type have been conducted and more than 4000 civilians have participated in these courses.

These courses are designed in a pragmatic way so that the course content is closely related to the problems of the day-to-day work of the participants. The courses consist of lecture discussions, workshop sessions, presentation of case studies and discussion thereon, library work, etc. The interaction among academicians, policy makers and administrators in the intimate objective environment of the Institute is a special feature of the training techniques.

The training courses at the Institute fall mainly into three categories: (1) The Executive Development Programmes, conducted in association with the Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India; (2) Courses conducted by the Centre for Municipal Administration set up within the Institute at the request of the Government of India; and (3) Courses conducted by the Institute at the request of various Central or State government enterprises and agencies for which a fee is charged. The Executive Development Programme courses are financed by the Government of India.

The courses are conducted mainly by the members of the faculty of the Institute. One of the members of the Faculty is the Course Director and he plans and designs the various sessions of the course. The individual lecture or discussion session is handled by a specialist at the Institute. In some cases, guest speakers are invited to deal with certain highly specialised topics.

At the end of each course, the different sessions of the course are evaluated by the participants to whom a suitable questionnaire is distributed, and, in the light of the feedback, there is a continuous striving to better the techniques and methods of these courses. Usually a certificate is given by the Institute to the participant on his successfully completing the course.

Originally, there was an Indian School of Public Administration at the Institute, which used to conduct a one year course for civil servants, university teachers, and post-graduate students interested in the study of Public Administration. A Master's Diploma in Public Administration was awarded at the end of the course. Nine batches of students (about 250, including a few foreign students) have taken the Diploma during the period 1958-1967. When several Universities started departments for teaching and research in public administration, the diploma course was discontinued in pursuance of a recommendation of an Evaluation Committee in 1967. It was decided then that the Institute should concentrate on a major programme of Executive Development with a series of short professional courses for civil servants of middle level.

The Evaluation Committee also recommended the starting of a long-term course for civil servants. As a result of negotiations between the Institute and the Government of India about such a course, it is expected that such a course will be started in July or August this year. This long-term course intended for officers of the level of Deputy Secretaries in the Government of India will be about one year's duration. Meanwhile, the Government of India have agreed to a ten weeks' intensive course of training for officers of the level of Under Secretaries, and one such course was successfully completed this year. Twentyfive Under Secretaries participated in the course.

RESEARCH AND STUDIES

Research has been one of the major activities at the Institute. A proper and clear realisation of the present state of affairs is the spring board for all research efforts at improvement, modification, and projections for the future. Hence in the earlier years, research was mainly concentrated on the collection and publication of

descriptive material on Indian Administration. A study on the organisation of the Government of India was initiated and published in 1958. It describes in detail the organisation of the Government of India—its various Ministries and Departments, their field agencies and offices, the special organisations mentioned in the Constitution, the Cabinet Secretariat and the Planning Commission. This effort on the part of the Headquarters had stimulated some of the Regional Branches to compile similar volumes about the government of their particular states. The Lucknow branch has already published *The Organisation of the Government of Uttar Pradesh*. Others are likely to follow. A special volume on the *Indian Audit and Accounts Department of the Government of India*, published by the Institute belongs to this descriptive category. A study of the Administrative History of India (1934-1947) detailing major administrative developments was completed. The most prestigious publication during this period was the *Framing of India's Constitution*, released in 1968 by the late Dr. Zakir Hussain, the then President of India.

Work of a more important kind was also initiated during the same period towards the preparation of studies under the auspices of the Institute, by suitable persons from outside, assisted by the junior staff of the Institute. Examples of this category are monographs on the Central Social Welfare Board and "The System of Grants-in-aid in India".

Research on contemporary problems on Public Administration started after 1960, when the faculty of the Institute had settled down to their work. The research projects are directed among others to fields where the administration and the citizen come into close and direct contact. Some studies were taken up on subjects like the planning machinery, panchayati raj institutions, etc. These in turn have opened up areas of empirical research on practical problems of administration.

Certain special studies have been undertaken by the Institute at the behest of some wings of the Government. Thus in 1965, some specific studies were undertaken for the Punjab Administrative Reforms Commission. The Institute was also invited by the Government of India Administrative Reforms Commission to conduct special studies in the area of reforms in administration. The Director and several members of the faculty were closely

associated with the work of this Commission. The Commission, appreciating the importance of the work done at the Institute has recommended the development of "special competence of a high order in various fields and tools of public administration at the Institute". In a brief brochure it is difficult to mention all the types of research carried out at the Institute during the past 20 years.

Originally there was a Committee of Direction for Research appointed by the Executive Council which used to lay down the policy regarding research to be pursued at the Institute. Later it became merged with the Research, Training and Consultancy Committee.

THE CASE STUDY PROGRAMME

Case studies constitute an important element in the teaching of public administration. Realising this, the Institute initiated a programme of case studies in 1961. The main objects of the programme were:

- (1) to promote deeper and wider understanding of the functioning of Indian Administration in the environmental and institutional framework; and
- (2) to build up a body of systematic knowledge about the administrative process in India; this may be used in (a) the teaching of public administration, and (b) also in indicating improvements in administrative practices and procedures.

During the early years, nine case studies were published. In 1967, thanks largely to a generous grant from the Ford Foundation, the Institute took up a comprehensive programme of case studies. A full-time Director for case studies was appointed and practising administrators were requested to write case studies on problems or aspects of work which they themselves had handled. About 70 such case studies were commissioned. Many of these cases have been utilised as teaching material in the training courses conducted at the Institute and elsewhere. An attempt to consolidate the work, get the necessary clearances, and edit the cases for publication has been made. So far four new volumes of case studies have been published and a fifth one is likely to be released very soon. At the same time, fresh potential case writers have

been contacted, and nearly 25 more cases are in various stages of preparation.

All the case studies relate to governmental administration, either at the Centre, or the States or Public Sector Undertakings. The subjects covered include difficulties encountered in the establishment of industries, conflicts between State and Centre, foreign collaboration, panchayati raj, law and order situations, educational administration, etc. An attempt is also being made to collect a number of case studies in Municipal Administration.

Recently, an attempt has been made to involve the members of the faculty more intimately with the preparation of case studies. Some of the members of the faculty have already spotted potential cases, gone to the particular organisation concerned, interviewed the various participants in the 'drama', collected the relevant information, and begun writing the drafts of the case studies. It is hoped that very soon we will have a large number of such cases.

PUBLICATIONS

One of the objectives of the Institute is "to undertake and provide for the publication of a Journal and of research papers and books to impart training in and promote study of public administration". In pursuance of this, a quarterly entitled the *Indian Journal of Public Administration*, was started in 1955. It has now come to be recognised as one of the leading journals in India and abroad in the field of public administration. The contributors are distinguished senior administrators, academicians and public men in India and abroad. It also provides a forum for the exchange of information and ideas on public administration and allied subjects. Besides the articles, it contains digests of important reports on Indian and foreign administration, book reviews and notes, and some news about important developments in public administration both in India and elsewhere.

Every year, the Journal brings out a special number on a particular topic. Experts in the field are requested to write articles on different aspects of the subject; some of the subjects covered so far are: 'Planning in India', 'Panchayati Raj Administration', 'The Collector in Nineteen Sixties', 'Multilevel Planning', 'Administration of Industrial Policy'. The Journal is distributed free to the

members of the Institute, and there are, in addition, about 1500 subscribers.

Nagarlok is another quarterly brought out by the Institute. It is devoted mainly to municipal and urban affairs. Till 1973, the Institute was bringing out a quarterly entitled *Public Administration Abstracts and Index of Articles*. Since January 1973, this has been replaced by a new Journal entitled *Documentation in Public Administration*. As a result of an arrangement with the Indian Council of Social Science Research, entered into with effect from January 1974, this Journal is being brought out under the joint imprint of IIPA and ICSSR. In addition to the four issues of *Documentation in Public Administration* two issues entitled *Book Reviews in Public Administration* are brought out under this agreement. It consists of important reviews on prominent publications in the field of public administration, taken from various journals, periodicals and newspapers.

The Institute also brings out a monthly entitled *IIPA Newsletter*. This is mainly intended for the members of the Institute and gives not only information about developments and important events at the Institute, but covers also briefly all matters of general interest in the field of public administration.

Apart from these Journals and periodicals, the Institute has also been bringing out every year a number of publications. The publications include monographs based on research conducted by the members of the faculty, proceedings of seminars and conferences conducted at the Institute with the papers presented and the discussions thereon, books on important aspects of administration for use in training classes, important lectures delivered at the Institute by eminent personalities, etc. So far the Institute has brought out about 150 such publications. A select list of important publications is given on page 21.

CENTRE FOR URBAN STUDIES

Supported by a grant-in-aid from the former Union Ministry of Health, Family Planning and Urban Development, and now the Ministry of Works & Housing, a Centre for Training and Research in Municipal Administration was started as a wing of the Indian Institute of Public Administration in 1966. The Centre's main

objective is to stimulate and strengthen municipal administration and to create a national awareness about the problems of urbanisation and urban administration. The major functions are:

- (a) to organize training courses in urban development and municipal administration;
- (b) to hold seminars and conferences on municipal and allied urban problems;
- (c) to undertake research on urban problems in relation to municipal administration;
- (d) to offer consultancy services on urban local government and administration;
- (e) to develop a documentation unit and act as a clearing house of information on urban local government and administration; and
- (f) to collaborate with universities and other institutions in the study of, and training and research in, urban local government and administration.

The Centre has conducted a large number of training courses in municipal administration for senior executive and technical officers working in the Municipal Corporations, Municipalities, Cantonment Boards, or in the State or Central government departments dealing with municipal government. Special research studies relating to urban affairs have been undertaken by the staff of this wing of the Institute and several research papers, and books have been brought out by them. In 1973-74, the Centre conducted six training courses, four seminars, and six different research projects. In addition, a major scheme, entitled the 'Urban Integrated Project' undertaken at the instance of UNICEF was completed. Recently, this unit which was originally called Centre for Municipal Administration has been renamed Centre for Urban Studies.

CONSULTANCY

In 1968, the Executive Council set up a consultancy wing in the Institute. Initially, some private consultancy work was taken up such as job description for the commanders of the Indian Airlines Corporation, and job classification for USAID. Later on, it was decided that the consultancy work should be confined

to government departments and public sector undertakings. Over the years, the Institute has developed expertise in the following areas: Computers, Operational Research, Network Techniques, Financial Management, Management Information and Control Systems and Organizational Theory. The consultancy faculty have during the last few years completed a number of assignments and several more are on hand.

SEMINARS

From the very beginning, the Institute has been following the policy of acting as a forum for all those in the country interested in public administration and allied fields, be they practising administrators, politicians, or academicians. The interaction between these groups and the consequent exchange of ideas and suggestions have led to a refreshing and comprehensive outlook on all problems. With this end in view, the Institute has been organizing every year a series of seminars and conferences in which high dignitaries of State, academic savants of learning from universities and other institutions, the faculty of the Institute, and civilians with actual experience have been taking part. The proceedings of many of these seminars and conferences have been published in book form for the benefit of the wider public. In 1973-74, six such seminars and one workshop were held at the Institute.

The Institute has also been conducting Research, Seminars, Training Programmes, etc., for international agencies like the United Nations and ECAFE.

VISITING PROFESSORS

There is a system of appointing eminent personalities who have distinguished themselves as practising administrators or in the academic field as Visiting Professors at the Institute. In the past, Sarvashri S. S. Khera, J. M. Shri Nagesh, and V. S. Hejmadi have been Visiting Professors at the Institute. Currently, Shri Shanti Kothari is the Visiting Professor at the Institute.

FOREIGN CONSULTANTS

As a result of the aid given by the Ford Foundation, USAID, etc., a number of foreign experts and consultants have come to the Institute and helped the Institute in its research and other academic activities. Prof. Marshall E. Dimock, Prof. Samuel Eldersveld, Prof. Raymond F. Pelissier, Prof. Donald C. Pelz, Prof. Edwin A. Bock, Prof. Ross Pollock, Prof. O'Glenn Stahl, Mr. Edmund D. Dwyer are some of the experts who had come to the Institute as experts.

REFLECTIVE TRAINING PROGRAMME

The Institute organised for some years, with the help of Ford Foundation Grants, an eight months' Training Course in India and abroad for some administrators deputed by Central and State Governments. The object of the Reflective Training Programme was to better the capabilities of the officers as public executives in their increasingly important positions. The programme consisted of three phases. The first phase covered a period of orientation at the Institute; the second phase consisted of visits to four countries, U.K., France, USA and Japan involving field work to study local administration and developmental aspects of administration. During the last phase, the participants discussed their major areas of study in seminars, group discussions and prepared individual papers on the subjects selected by them. Nearly 40 officers have benefited by this Reflective Training Programme. The Programme has, however, been discontinued, since the Ford Foundation Grants have come to a close.

FELLOWSHIP

For a number of years, the Institute had a number of Fellowships, both senior and junior, for aspiring students of public administration and members of the staff of various universities to enable them to come to the Institute for research and study so that they could get their Master's degree or doctorates. In some cases, with the help of Ford Foundation and other Grants the Institute has been sending abroad a number of students so that they could study and do research in some foreign universities and

acquire higher degrees. However, owing to paucity of funds, the system of fellowships has been discontinued.

ANNUAL CONFERENCE

Every year, the Institute holds an annual conference of its members, usually on the day prior to the annual meeting of the General Body. A specific theme of topical importance is chosen, and members are requested to contribute papers for discussion at the Conference. The proceedings of these conferences, containing a summary of the papers presented, and the discussion thereon and the reports of the various groups are published later for the benefit of all those members who are not able to attend the Conference.

Apart from the Annual Conference, the Institute organises other Conferences on topics of current interest to enable different groups to come together and discuss these subjects. The Institute has so far organised nine major conferences on topics like Administrative Reforms, National Development, Training, Problems of Resource Mobilisation, Municipal Problems, etc. Seminars and Conferences are also held with a special focus on improving teaching and research in the discipline of public administration.

ANNUAL ESSAY COMPETITION

Every year, the Institute has been holding an essay competition. A subject is selected by the Executive Council and usually the topic is chosen from areas like present day administrative practices, problems in Public Administration, Comparative Studies in public administration, etc. Details about the competition are widely publicised and entries are invited. A committee of judges, appointed by the Executive Council evaluates the essays, and a first prize of Rs. 1000 and a second prize of Rs. 500 are awarded on the recommendation of the Committee of judges at the Annual General Body Meeting. The prize winning essays are usually published in the *Indian Journal of Public Administration*.

LECTURES

The Institute organises a series of lectures for the benefit of its members and the general public. These lectures fall into two categories, *ad hoc* lectures and special series of lectures on selected subjects. Usually eminent civil servants, visiting professors and scholars of repute from India and abroad are invited to deliver these lectures. The lectures arranged so far cover such subjects as 'Expanding Government', 'District Administration', 'Aspects of Audit Control', 'Union State Relations in India', 'Performance Budgeting', 'Aspects of Planning', Nehru and Indian Administration, etc. Some of these lectures have been published by the Institute.

LIBRARY AND REFERENCE SERVICES

A properly equipped Library is a *sine qua non* without which no academic Institution can progress. The Institute has built up an excellent library over the years and today we have on the shelves, 1,20,000 volumes on public administration and allied subjects. The library subscribes for nearly 500 important journals and periodicals. The library has been acquiring all public documents and reports, and has now come to be recognised as the most important centre for depositing all publications relating to public administration and allied disciplines. The library is usually open between 9 a.m. and 8 p.m., and a large number of members, students of public administration and others make use of the library and its facilities. All conveniences are provided for the readers in the library.

The library provides the following services:

- (1) A Reference Service for the members of the Association and the faculty;
- (2) A weekly indexing service for the benefit of the faculty in typed form.
- (3) Compilation of Bibliographies at the request of any member of the faculty.

In addition, the library is responsible for bringing out the quarterly, *Documentation in Public Administration* and the half yearly *Book Reviews in Public Administration*.

HOSTEL

For the convenience of members of the Institute and participants to the various courses coming from outside Delhi, a hostel is being run by the Institute at the Headquarters. The charges for stay and boarding at the Hostel are very reasonable. There are several single rooms with attached bath rooms; there are also bigger rooms which can accommodate two or more guests with common bath rooms within easy reach. The rooms are provided with all modern amenities.

REGIONAL & LOCAL BRANCHES

The establishment of regional branches of the Institute at different important centres in the country is mentioned among the aims and objects of the Institute. India is a vast country and many of the members of the Institute live in places far away from Delhi and they cannot have the benefit of all the services of the Headquarters Office. Moreover, while the Central Government is at Delhi, the capitals of all the State governments are at different places and a proper study of administrative problems of these State governments can be undertaken conveniently by those living near the State capitals. The Institute has established 12 Regional and 17 Local Branches in different places. Usually if there are 10 members in a place desirous of pursuing institute activities, a local branch is established. If there are 50 such members, a Regional Branch is established. These branches elect their own Presidents and Secretaries, conduct meetings and seminars, and carry out their own research projects. Some branches have libraries of their own; some run their own periodicals. A list of the Regional and Local Branches is given on page 23.

Each branch is annually paid 50 per cent of the subscription amount received from members in that area. Apart from this, subsidies are given for special research studies, and publications. A few branches have obtained special grants from their State governments for specific items of research, or for holding seminars and conferences.

WAYS AND MEANS POSITION

The Institute needs at present about Rs. 29 lakhs for running its normal activities. The Government of India (Ministry of Finance) gives an annual grant of Rs. 10 lakhs. The Ministry of Health, and Family Planning and later the Ministry of Works, Housing and Urban Development grants a sum of Rs. 4 lakhs for the Centre for Urban Studies. The Department of Personnel of the Cabinet Secretariat gives a grant of Rs. 3 lakhs for running the Executive Development Programme Courses. The income from subscriptions of members, rent of auditorium, hostel and residential buildings, paid courses, consultancy, and sale of publications amounts to about Rs. 2 lakhs. The generous grants of the Ford Foundation were utilised for running various projects for a number of years. These projects have now become normal activities of the Institute, and it is hoped that the Central Government would give us the necessary grant to enable us to continue these activities.

AN OVERVIEW

Twenty years have passed by since the establishment of the Institute, and at this stage, it should be possible for us to assess the achievements of the Institute so far and plan its future development on sound lines. The Institute has during these years provided an all-India forum for communication of ideas and experience in the theory and practice of public administration and helped to establish a closer association between administrators, students and teachers of public administration in India and abroad. To appreciate clearly the role of the Institute during this period, it is necessary to remember the state of affairs in 1954 when it was established. At that time, there was practically no realisation that public administration could be studied both as a science and as an art, and most of the universities in India did not have departments of public administration. Thanks to the pioneering efforts of IIPA in this field, gradually one after another, many of the universities began opening such departments. It is also a matter for legitimate pride that most of these departments in our universities are staffed by people trained at the Institute.

In the field of training also, the Institute has been a pioneer. In 1954, there was practically no attempt to plan or organise short midterm training courses in public administration for the benefit of the practising administrators. Up to the end of 1973-74, the Institute has conducted 180 such training courses and nearly four thousand civilians of all ranks have participated in these courses. Thanks to the effort of the Institute, several organisations both in government and elsewhere have been established for this kind of training.

The impact of the work of the Institute on Governmental organisation and procedures cannot be easily perceived. The close association of the Institute with the Administrative Reforms Commission of the Government of India, the work done at the Institute for the Punjab Administrative Reforms Commission, the help rendered by the Institute to the Third Pay Commission—all these are indicative of the subtle and intangible influence of the Institute on government. The spontaneous requests from various departments and ministries of Government of India, State Governments and Public Sector Undertakings, for undertaking training courses, research studies and consultancy assignments are an indication of the degree of recognition achieved by the Institute in this regard.

The Institute has become not only the most important organisation of its kind in India with a national status but has also gained international recognition. The Director and Professors of the Institute are invited to participate in international conferences and seminars conducted by UN, ESCAP, ACDA and other international organisations. The Institute has established close contacts with similar organisations abroad like the Royal Institute of Public Administration in England, International Institute of Administrative Services, in Belgium.

The Institute, through its training programmes, its research, its case studies, its Journal which has achieved international recognition and through its other publications has been steadily but perhaps subtly exercising its catalytic influence on the administrative systems in the country. The Institute, however, has never lulled itself into a mood of self complacency. At frequent intervals, proper evaluation and assessment of its work have been undertaken, and its lines of action and its methods and procedures have been periodically modified in the light of intelligent criticism. In the

years to come, we are sure, that the Institute has a bigger and brighter role to play in the academic and administrative fields of the country.

Appendix A

TRAINING COURSES CONDUCTED IN 1973-74

A. EXECUTIVE DEVELOPMENT PROGRAMME

1. Two Courses on Personnel Administration
(April 30—May 12, 1973; Dec. 3—15, 1973)
2. Three Courses on Introduction to Computers
(May 21—26, 1973; Aug. 28—Sept. 7, 1973; March 20—30, 1974)
3. Course on Research Methodology
(May 21—June 30, 1973)
4. Two Courses in Records Management
(June 11—16, 1973; Nov. 12—17, 1973)
5. Two Courses on Introduction to Operations Research
(June 20—30, 1973; Jan. 15-25, 1974)
6. A Course on Training Methodology
(July 23—27, 1973)
7. Orientation Course on Materials Planning
(Aug. 23—29, 1973)
8. Advanced Course on Materials Planning
(Feb. 25—March 5, 1974)
9. Course on Budgeting and Financial Control
(Sept. 10—26, 1973)
10. Administrative Leadership and Behaviour
(Sept. 17—29, 1973)
11. Course in Development Administration
(Oct. 15—27, 1973)
12. Social Policy and Administration
(Nov. 24—Dec. 7, 1973)
13. Orientation Course on Project Formulation
(Dec. 17—22, 1973)
14. Course in Training of Trainers
(Jan. 7—11, 1974)
15. Course on Diagnosing Human Behaviour in Administration
(Jan. 17—19, 1974)

B. MANAGEMENT DEVELOPMENT PROGRAMME

1. Special Course on Performance Budgeting at Ootacamund for Tamil Nadu Government Officers
(April 20—May 2, 1973)
2. Special Course on Network Techniques and Performance Budgeting (i) Central Water & Power Commission; (ii) Bharat Aluminium Co., and (iii) Public Sector Undertakings
(May 28—June 11, 1973; Aug. 22—29, 1973; Nov. 5—21, 1973)
3. Course on Computer in Management
(Oct. 10—20, 1973)
4. Course on Organisational Development
(Dec. 19—22, 1973)
5. Course on Developing Human Resources in Organisation
(Jan. 28—Feb. 2, 1974)
6. Special Course on Performance Budgeting for Public Undertakings
(Feb. 11—16, 1974)
7. Course in Organisation and Management
(March 11—23, 1974)

C. CMA COURSES

1. Municipal Personnel Administration
(May 7—19, 1973)
2. Municipal Management
(July 9—21, 1973)
3. Municipal Budgeting
(Aug. 6—18, 1973)
4. Work Study in Municipal Administration
(Sept. 10—29, 1973)
5. Municipal Administration
(Nov. 26—Dec. 24, 1973)
6. Laws in Municipal Administration
(Jan. 7—19, 1974)

Appendix B

SELECT LIST OF PUBLICATIONS

PERIODICALS

1. Indian Journal of Public Administration (Quarterly).
2. Nagarlok (Quarterly Journal of Urban Affairs).
3. Documentation in Public Administration (Quarterly).
4. IIPA Newsletter (Monthly).

BOOKS

1. Framing of India's Constitution—5 Vols.
2. Organisation of Government of India (Revised edition).
3. Organisation of Government of Uttar Pradesh,

Accounts, Finance & Budgeting

4. Indian Audit & Accounts Department by M.S. Ramayyar.
5. Application of Performance Budgeting in the CPWD by S.S. Viswanathan and A.V. Chaturvedi.
6. Performance Budgeting in Government by S.S. Viswanathan.
7. Financial Control & Delegation by M.J.K. Thavaraj and K.L. Handa.

Municipal Administration

8. Citizen and the Municipal Bureaucracy by V. Jagannadham and N.S. Bakshi.
9. Property Tax Administration by V. Jagannadham and N.S. Bakshi.

10. State Municipal Administration by Mohit Bhattacharya.

Case Studies

11. Case Studies in Panchayati Raj, New Series, Vol. I.
12. New Challenges in Administration, New Series, Vol. II.
13. Administrators in Action, New Series, Vol. III.
14. Case Studies in Industrial Administration, New Series, Vol. IV.

Proceedings of Conferences

15. Conference on Training held on February 24 and 25, 1969.
16. Family Planning in India: Policy and Administration.

Other Publications

17. Social Welfare Organisation by V. Jagannadham.
18. Panchayati Raj Administration—Old Control and New Challenges by Iqbal Narain, Sushil Kumar, P.C. Mathur and Associates.
19. The Reorganised Planning Commission by H.K. Paranjape.
20. Deputy Commissioner in Punjab by Sudesh Kumar Sharma.
21. Government Through Consultation by S.R. Maheshwari.
22. Materials Planning in Emergency by A.P. Saxena.
23. Administration of Government Industries by R.S. Arora.
24. Training and Development in Government by A.P. Saxena.
25. Jawaharlal Nehru and Public Administration.

Appendix C

REGIONAL AND LOCAL BRANCHES

REGIONAL BRANCHES

- | | |
|-------------------|---------------------------------|
| 1. Andhra Pradesh | 7. Orissa |
| 2. Gujarat | 8. Punjab, Haryana & Chandigarh |
| 3. Karnataka | 9. Rajasthan |
| 4. Kerala | 10. Tamil Nadu |
| 5. Madhya Pradesh | 11. Uttar Pradesh |
| 6. Maharashtra | 12. West Bengal |

LOCAL BRANCHES

- | | |
|--------------------|------------------------|
| 1. Ajmer | 10. Ranchi |
| 2. Baroda | 11. Sangli |
| 3. Belgaum | 12. Shillong |
| 4. Dharwar | 13. Sholapur |
| 5. Jammu & Kashmir | 14. Sirohi |
| 6. Kolhapur | 15. Udaipur |
| 7. Nagpur | 16. Ujjain |
| 8. Patna | 17. Vallabh Vidyanagar |
| 9. Poona | |

Appendix D

ACADEMIC & SENIOR ADMINISTRATIVE STAFF MEMBERS

DIRECTOR

PROF. V. JAGANNADHAM

PROFESSORS

PROF. A. P. BARNABAS, Professor of Sociology & Administration.

PROF. DEVA RAJ, Professor-cum-Director, Centre for Urban Studies.

PROF. S. K. GOYAL (on extraordinary leave), Professor of Economic Administration.

PROF. S. R. MAHESHWARI, Professor of Political Science and Public Administration.

PROF. KULDEEP MATHUR, Professor of Behavioural Sciences.

PROF. J.K. RAY, Professor of Behavioural Sciences.

PROF. M. J. K. THAVARAJ, Professor of Financial Administration.

PROF. KANTI SWARUP, Professor of Operations Research.

PROF. S. P. VERMA, Professor of Behavioural Sciences.

READERS

DR. M. BHATTACHARYA, Reader in Municipal Administration.

SHRI A. DATTA, Reader in Municipal Administration.

DR. B. N. GUPTA, Reader in Economics.

DR. K. N. KABRA, Reader in Economics.

DR. JAIDEEP SINGH, Reader in Behavioural Sciences.

SHRI N. S. F. B. TYABJI, Reader in Operations Research.

LECTURERS

SHRI M. K. BALACHANDRAN

SHRI K. L. HANDA (on doctoral fellowship abroad)

SHRI N. K. N. IYENGAR (on doctoral fellowship abroad)

SHRI D. D. MALHOTRA

SHRI SUDIPTO MUNDLE

DR. R. B. PURI

SHRI VAID PRAKASH (on leave)

CONSULTANTS

PROF. R. C. GOYAL

SHRI M. THYAGARAJAN, Programme Consultant (Project Planning and Control)

SENIOR MANAGEMENT ANALYSTS

SHRI G. K. AMAR

SHRI J. C. KAPUR

DR. V. GUPTA

SHRI R. K. SACHDEVA

TECHNICAL ASSOCIATE

SHRI A. V. CHATURVEDI

ASSISTANT EDITOR, PUBLICATIONS

SHRI K. VENKATARAMAN

EDITORIAL ASSISTANT

SHRI M. K. GAUR

TRAINING/RESEARCH ASSOCIATES

SHRI B. R. SHARMA

MRS. M. LAKSHMISWARAMMA

DR. R. K. TIWARI

SHRI RAJ KUMAR NANDY

STATISTICIANS

SHRI N. C. GANGULI

SHRI K. S. R. N. SARMA

JUNIOR RESEARCH ANALYST

MISS SHANTA KOHLI (on study leave)

RESEARCH ASSISTANTS

SHRI M. K. NARAIN

SHRI B.K. VARMA

DR. K. SADASIVAN NAIR

SENIOR ADMINISTRATIVE STAFF

SHRI R.G. MULGUND, Registrar

SHRI MOHINDER SINGH, Librarian

SHRI R. N. SHARMA, Deputy Librarian

SHRI V. RAMAKRISHNA, Asstt. Registrar (Training)

SHRI S. K. KOHLI, Asstt. Registrar (Admn.)

SHRI A. S. NAGAR, Asstt. Registrar (Accounts)

SHRI OM ANAND, Supdt. (Publications)

SHRI HARI SATYA PAUL, Supdt. (Maintenance)

SHRI P. K. SHARMA, Supdt. (Hostel)

SHRI B. B. MALHOTRA, P.S. to Director

Appendix E

PATRON

FAKHRUDDIN ALI AHMED

EXECUTIVE COUNCIL

PRESIDENT

B. D. JATTI
Vice-President of India

CHAIRMAN

JAGJIVAN RAM
Union Minister for Agriculture & Irrigation

VICE-PRESIDENTS

KRISHAN CHAND, Lt. Governor of Delhi, Raj Niwas, Delhi.

OM MEHTA, Minister of State for Home Affairs, Government of India, New Delhi.

RAM NIWAS MIRDHA, Minister of State for Defence Production, New Delhi.

V. P. NAIK, formerly Chief Minister of Maharashtra, Bombay.

MEMBERS

R. S. ARORA, IIPA Hostel, New Delhi.

N. H. ATTHREYA, Director, Modern Management Counsel, Bombay.

M. K. CHATURVEDI, Chairman & Managing Director, Madhya Pradesh State Industries Corporation Ltd., Bhopal.

T. N. CHATURVEDI, Executive Director, Indian Investment Centre, New Delhi.

R. N. HALDIPUR, Joint Secretary to the Government of India, Personnel Department, Cabinet Secretariat, New Delhi.

SHANTI KOTHARI, Visiting Professor & M.L.A. (Rajasthan).

B. C. MATHUR, Revenue Divisional Commissioner, Southern Division, Berhampur (Orissa).

AJIT MOZOMDAR, Secretary, Ministry of Finance, Government of India, New Delhi.

P. ACHUTHA MENON, Former Ambassador of India.

M. A. MUTTALIB, Prof. & Head of the Department of Public Administration, Osmania University, Hyderabad.

W. G. NAIDU, Training Officer (Management Development), Bharat Heavy Electricals (I) Ltd., Bhopal.

H. M. PATEL, M. P., D/251 Vinay Marg, New Delhi.

DEVA RAJ, Director, Centre for Urban Studies, IIPA, New Delhi.

C. A. RAMAKRISHNAN, formerly Chief Secretary, Government of Tamil Nadu, Madras.

S. RAMAMOORTHY, Joint Secretary, Finance Department, Government of Maharashtra, Bombay.

M. SUBRAMANIAN, Secretary, Industries & Labour Department, Government of Maharashtra, Bombay.

V. SUBRAMANIAN, Secretary, Planning Department and Additional Development Commissioner, Government of Maharashtra, Bombay.

M. J. K. THAVARAJ, Professor of Financial Administration, IIPA, New Delhi.

B. VENKATAPPIAH, Chairman, Rural Electrification Corporation Ltd., New Delhi.

K. VENKATARAMAN, Director, Ministry of Industrial Development, Government of India, New Delhi.

RAM K. VEPA, Director, Department of Electronics, Government of India, New Delhi.

HONORARY TREASURER

M. V. MATHUR

Director-General, National Council of Applied Economic
Research, New Delhi.

DIRECTOR & MEMBER-SECRETARY

V. JAGANNADHAM